



2021 *Vision*

BREAKING BOUNDARIES:

CREATING ACCESS,
SUCCESS, AND GROWTH
IN ARKANSAS AND BEYOND

**2021 Vision: Breaking Boundaries:
Creating Access, Success, and Growth in Arkansas and Beyond
DRAFT - UAM Strategic Plan Update
February 2021**

1. STUDENT SUCCESS—fulfilling academic and co-curricular needs

- ✓ Develop, deliver, and maintain quality academic programs.
 - Enhance and increase scholarly activity for undergraduate and graduate faculty/student research opportunities as well as creative endeavors.
 - Revitalize general education curriculum.
 - Expand academic and degree offerings (technical, associate, bachelor, graduate) to meet regional, state, and national demands.

- ✓ Encourage and support engagement in academics, student life, and athletics for well- rounded experience.
 - Develop an emerging student leadership program under direction of the Chancellor’s Office.
 - Enhance and increase real world engagement opportunities in coordination with ACT Work Ready Community initiatives.
 - Prepare a Student Affairs Master Plan that will create an active and vibrant student culture and include the Colleges of Technology at both Crossett and McGehee.

- ✓ Retain and recruit high achieving faculty and staff.
 - Invest in quality technology and library resources and services.
 - Provide opportunities for faculty and staff professional development.
 - Invest in quality classroom and research space.
 - Develop a model Leadership Program (using such programs as American Council on Education, ACE and/or Association of American Schools, Colleges, and Universities, AASCU) under the direction of the Chancellor’s Office to grow our own higher education leaders for successive leadership planning.
 - Create an Institute for Teaching and Learning Effectiveness.

- ✓ Expand accessibility to academic programs.
 - Engage in institutional partnerships, satellite programs, and alternative course delivery models
 - Create a summer academic enrichment plan to ensure growth and sustainability.
 - Develop a model program for college readiness.
 - Revitalize general education.
 - Coordinate with community leaders in southeast Arkansas to provide student internships, service learning, and multi-cultural opportunities.

	Goal	Target Date	Progress / Status	Revised Action
1.1	Develop short and long-term budgeting plans in the next year (Fall 2018) for increased funding in faculty/student research opportunities including conference presentations with implementation to begin in two years.	Fall 2019	The Office of Finance and Administration is a developing budget planning framework that includes increased funding for faculty/student research. However, we are monitoring the impact of Performance Funding on the state portion of the UAM budget and have not implemented this goal.	Continued inclusion of UAM priorities for budget development.
1.2	Immediately begin development of a classroom equipment and technology rotation plan for improved technologies to support instruction and learning with implementation to begin within one year as funds are available.	Fall 2018	In Fiscal Year 2018, year end funds were used to support technology needs. Concurrently, a plan is being developed by the Office of Information Technology to address this campus-wide issue.	On-going
1.3	Pilot and implement a summer college readiness program.	Summer 2019	Executive Council concluded that UAM is not ready for this initiative at this time.	Alternative opportunities to develop/implement a summer college readiness program are being evaluated.

1.4	Immediately establish a task force for a faculty proposal to explore completion of professional development in their content areas and to evaluate participation incentives within two years.	Fall 2019	The Professional Development Task Force has begun to implement opportunities in the content area units. However, there is still development to be done to refine opportunities and implement incentives. VCAA	On-going
1.5	Increase unit and university service learning opportunities by one new initiative per unit in the first year.	Fall 2018 and On-going	Discussion with key faculty have begun. However, this is an initiative that will be supported when other enrollment and completion goals are met. VCAA	On hold
1.6	Establish an Institute for Teaching and Learning.	Fall 2021	Initiative will begin being discussed in 2021. VCAA	
1.7	Implement online tutoring resources with Blackboard, and other tools which will result in 10% increase in students tutored each year.	Fall 2018 and On-going	Tutoring has been enhanced and the number of students served increased by over 300% in Fall 2018. VCSE	Continue enhancing these services and monitoring progress.
1.8	Appoint a task force within the next two years to explore study abroad partnerships and the feasibility of a Global Studies interdisciplinary major, minor, and/or emphasis area.	Fall 2019	This initiative has been put on hold at this time.	VCAA will continue to assess the timing to evaluate and implement this goal.
1.9	Administer a student survey at all three campuses to identify and determine types of desired student activities and resources needed, and utilize survey results to develop unit strategic plans in Student Affairs within one year.	Fall 2018	This project will be implemented after the VCSE completes several high priority initiatives.	On hold

1.10	Evaluate tenure, promotion, and evaluation processes for faculty and revise to align with best practices.	On-going	A change in the UA System Policy addressing tenure and promotion have resulted in review of evaluation processes. Changes will be made appropriately. VCAA	On-going
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2. ENROLLMENT and RETENTION GAINS

- ✓ Engage in concurrent enrollment partnerships with public schools, especially in the areas of math transition courses.
- ✓ Provide assistance and appropriate outreach initiatives with students (working adults, international, transfers, and diversity) for successful transition.
- ✓ Coordinate and promote marketing efforts that will highlight alumni, recognize outstanding faculty and staff, and spotlight student success.
- ✓ Develop systematic structures for first year and at-risk students.
- ✓ Identify and enhance pipeline for recruiting.

	Goal	Target Date	Status	Revised Action
2.1	Form a faculty/staff work team in the next year (Fall 2017) for input on a University Academic Plan to review and recommend advising structures for guided pathways, learning community opportunities, mentoring and tutoring programs, and learning/advising strategies to improve retention.	Fall 2018-2021	Completed , and the Quality Initiative project for accreditation	N/A

2.2	Implement a 15 to Finish Campaign with clear goals and expectations in the next year (Fall 2021) and review on an annual basis.	Fall 2018-2021	Completed. Campaign implemented. Working to define clear goals and expectations	On-going
2.3	Develop and implement within two years (Fall 2019) a model first year program with an academic and orientation component.	Fall 2019	A proposal for implementing a First Year Program will be presented to Executive Council as part of the budget process that concludes in May 2019 for the next fiscal year. Academic Affairs is offering a freshmen success courses available for all first semester freshmen students.	Completed
2.4	Develop an Enrollment Strategic Plan in the next year (Fall 2018) which will identify target audiences and outreach efforts to enhance recruiting efforts.	Fall 2018	First plan issued in 2019. VCSE	On-going
2.5	Identify a marketing agency through the RFP process and contract with the approved agency immediately to develop a comprehensive marketing and branding approach for the campus, Colleges of Technology, units, and programs.	Fall 2017	This project has been completed and the next phase of the project will be implemented by the Marketing Director who was hired in March 2019.	The next phase of the marketing campaign will be developed and implemented prior to the next fiscal year.

2.6	Update, reorganize, and review the university website to align with marketing and branding strategies and to provide user friendliness to all UAM, internal and external constituents on an annual basis.	Fall 2017-Fall 2021	Completed	Completed
2.7	Monitor and review trend data, adjust appropriate strategies, and compare UAM to benchmark institutions for undergraduate and graduate enrollment and retention on an annual basis including college ready cohort (Fall 2017-2021) in the areas of headcount, student semester credit hours, transfers, minority students, average ACT scores, and retention rates of first time freshman, sophomore to junior, and junior to senior.		This project is on the priority list of the new VC for Student Engagement.	The team who will be responsible for this project will be identified and work begun prior to Fall 2019.

3. INFRASTRUCTURE REVITALIZATION and COLLABORATIONS

- ✓ Improve Institutional Effectiveness and Resources through participation in a strategic budget process aligned with unit plans and goals for resource allocations.
- ✓ Conduct and prepare Economic Impact Studies to support UAM efforts and align program and partnerships accordingly.
- ✓ Prepare and update University Master Plan.

- ✓ Partner with system and state legislators to maximize funding.
- ✓ Increase external funding opportunities that will create a philanthropic culture among incoming students, graduates, and community.
 - Increased efforts to earn research and grant funds.
 - Creation of philanthropic culture among incoming students, graduates and community.
 - Collaborating with Athletics Fundraising to maximize synergies.
 - Create a Growing our Alumni Base Campaign.
 - Encourage entrepreneurial opportunities where appropriate.
 - Participation in articulation agreements to capitalize on academic and economic resources.
 - Partner with communities to address the socio economic, educational, and health and wellness (safety needs) of all citizens.

	Goal	Target	Status	Revised/Further Action
3.1	Develop annual unit and assessment processes linked to UAM Strategic Plan in the first year.	Fall 2018- On-going	Academic Affairs has revised the Annual Unit Report to include metrics related to progress toward goals in the UAM Strategic Plan.	Non-academic units are continuing to develop assessment linked to the Strategic Plan. University Assessment Committee - VCAA
3.2	Review and revise the Faculty Evaluation Plan with a component for post tenure and advising to align with improving institutional effectiveness within two years.	Fall 2019	Academic Affairs is redesigning Faculty Evaluation to address the Strategic Plan as well as to improve outcomes.	On-going

3.3	Develop a formalized non-classified staff and senior administrator evaluation plan within the first year (Fall 2017) to be implemented in the second year.	Fall 2018	Non-classified staff and senior administrator evaluation instrument has been developed and approved by Executive Council.	Completed
3.4	Develop a program review process to align with impact for workforce needs, and employment and enrollment demand and trends within the next two years.	Fall 2019	The Colleges of Technology, in collaboration with the Monticello campus, address the evaluation of workforce needs, employment and enrollment. The CT at Crossett and McGehee received workforce grants from the State of Arkansas to address program needs in healthcare and transportation.	On-going
3.6	Development and implementation of a salary and benefits plan including fair and equitable merit pool that aligns with newly developed evaluation processes for faculty and non-classified staff within the next three years.	Fall 2017- Fall 2020	UAM is currently developing a review process. The first step was joining CUPA-HR so that we could design a comparative study of faculty salaries by discipline and rank. Once this is done, a non-classified staff salary evaluation will be done.	On-going
3.7	Prepare, within two years (Fall 2020), a university Master Plan to include, but is not limited to academic facilities, housing facilities, athletics facilities, College of Technology Master Plans, ADA compliance, off campus facilities/land, Technology Blueprint Plan to align with UA System, and Physical Plant Sustainability Plan.	Fall 2020	Draft completed in 2019. Chancellor	Unclear

3.8	Monitor state's Productivity Funding plan annually and set benchmarks for annual improvements in UAM performances.	On-going	A Productivity Funding Watchdog Team has been established on campus to monitor and inform the Executive Council on UAM status and strategies to employ. VCAA	On-going
3.9	Create a Growing our Alumni Base and develop collaborations with Athletics and academic units for maximum synergies for fundraising within one year with an annual review of operations.	Fall 2018- On-going	At the time this goal was set, UAM was advertising for a Vice Chancellor for Advancement and an Athletic Director . Those individuals are now in place and this discussion is taking place.	On-going
3.10	Create a prioritized deferred maintenance schedule within one year (Fall 2018) and develop a budgetary plan for addressing the needs over the next four years.	Fall 2021	Finance	
3.11	Provide workshops on grant writing opportunities and processes as part of professional development on an annual basis.	On-going	This topic is on the list for the Professional Development Week but other priorities have resulted in this being delayed. VCAA	Review of professional development priorities will be done following the Professional Development Week Program in August 2021.
3.12	Review plans and conduct annual training for emergency management including pandemic plans, weather related disasters, etc.	On-going	University Police Department is working on developing this framework and implementing training.	On-going

3.13	Develop and maintain a space assignment and management plan in order to accommodate growth.	On-going	The framework for space assignment and management has been developed and implemented. At this point, the core team involved in space management (keys, technology, moving and Chancellor's Office) have developed an on-line request form that must be signed off on by every office before the space can be assigned and occupied.	Continue refining process and communicating with campus appropriately.
3.14	Reduce our student loan default rate by one percent annually.	Fall 2018	The student loan default rate has been decreasing steadily since 2012. In the last two reporting periods (2015 and 2016), the decrease in the default rate has exceeded the goal. In 2012, the default rate was 24.9; in 2015 and 2016, it was 17.8 and 14.3, respectively.	Continue monitoring and taking corrective action. VCSE